



**KENTUCKY COUNCIL ON
POSTSECONDARY EDUCATION**

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Thomas D. Layzell
President

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Mary Sias
President
Kentucky State University
400 East Main Street
Frankfort, Kentucky 40601

Dear President Sias:

Thank you for your submission of Kentucky State University's infrastructure plan as part of the requirements for the Regional Stewardship Program. As you know, Kentucky is leading the nation in embracing the concept of regional stewardship. It is difficult work, which involves significant changes in the organizational structure, policy, and culture of our comprehensive universities. The Council on Postsecondary Education looks forward to working closely with KSU and the other institutions as we face the challenges of addressing regional issues and realize the opportunities it offers.

The CPE will, through the regional stewardship implementation working group, create a common definition of engagement and regional stewardship in order to avoid confusion and multiple interpretations by individual universities. As a starting point for discussions, we contend the terms "service," "engagement," and "regional stewardship" should not be used interchangeably.

"Service" refers to the traditional one-way transfer of knowledge from the university to a community partner or it may mean serving on committees and other groups internal to the university.

"Outreach" and "engagement" are often used synonymously but are differentiated from "service" in a couple of ways. First, outreach and engagement are two-way partnerships between the university and community entities. The university and community partners work together to identify problems and address them. Second, outreach and engagement are of mutual benefit to the university and the community partners. The community benefits from

university faculty and staff working with partners to solve a problem. The university benefits from the experience of learning from practitioners and applying their knowledge.

"Regional stewardship" is a subset of engagement/outreach activities that are focused, strategic, and identified by a representative regional group. Whereas the university may have a myriad of outreach/engagement activities that address a number of different issues, regional stewardship activities will be focused on a few priority areas that have been identified in conjunction with regional partners.

To help ensure success of this pioneering program, the staff at CPE is providing you with detailed feedback on the submitted infrastructure plan. This letter will highlight both the positive aspects of the plan as well as areas that require improvement. Although this letter will address each section of the proposal individually, there is one overarching comment to be made about the proposal in general. The proposal tends to address goals and end results, rather than providing plans and timelines for the achievement of those goals. In addition, there are several categories of activities in the guidelines that are not addressed in this proposal. In short, more detail is needed on how KSU will align its infrastructure to the needs of regional stewardship activities.

Mission/Vision/Strategic Priorities

Plan Category	Current Activity	Planned Activity	Comments
Mission Statement	The mission statement indicates that KSU is building on a legacy of achievement as an 1890 land-grant university and emphasizes providing student-centered learning while integrating teaching, research, and service in its academic programs.	The revised mission will accommodate the implementation of the regional stewardship program.	KSU's land-grant mission provides engagement opportunities through cooperative extension activity. Emphasizing teaching, research, and service in the mission statement is fairly common, but service can be broadly defined to include service to campus, profession, or community. There is no mention of public engagement or service that addresses regional needs.
Vision	Not addressed.	The revised interpretation of KSU's vision will be more community-	Modifying the vision to become more community service centered is important.

		service centered.	However, community service, which is a one-way transaction between the university and the community, isn't the same as engagement, which involves a two-way partnership with community organizations. More detail is needed on how engagement activities will be operationalized in KSU's vision.
Strategic Priorities	The university has some expectation for public engagement through its service-learning program.	The university's interpretation of its strategic planning will become more community service centered. Consensus will be found in public, formal and informal forums as it relates to strategic priorities.	How will regional stewardship be incorporated into strategic priorities? Who is responsible for coordinating the change? What is the timeline for completion?
Unit Goals/ Performance	Not addressed.	Not addressed in plan.	The proposal does not specify current activity in the area of unit goals and performance measurement for engagement activity, nor does it contain a plan for initiating such activity. What is the university's plan for incorporating an emphasis on public engagement into unit level goals and performance measurement?

Campus Communications	Not addressed.	Not addressed.	The proposal does not contain a plan for incorporating an emphasis on public engagement into speeches of campus leaders or other university publications.
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Goals Identified

- Accommodation of regional stewardship into the revised mission, vision, and strategic plan.
- More emphasis on community service in the university's interpretation of its vision and strategic planning.

Deliverables Needed

- Role of regional stewardship in university's vision.
- Details and timeline for incorporating regional stewardship into the revised mission, vision, and strategic plan.
- Plan and timeline for incorporating regional stewardship into unit goals and performance measures.
- Plan and timeline for incorporating regional stewardship into campus communications.

Planning/Budgeting

Plan Category	Current Activity	Planned Activity	Comments
Outreach Programs	The university's planning and budget processes are supportive of its current civic engagement programs. Each cost center within the university develops strategic priorities and accommodating budgets as part of an annual planning and budgeting process.	A Regional Institute for Civic Engagement will be included in the planning and budgeting process, thereby fully integrating civic engagement into strategic priorities of the university.	The plan to include the Regional Institute in planning and budget processes is important. How will this be operationalized? Will external stakeholders have input? What is the timeline for completion?
Allocations/Competitive Grant Programs	With the exception of the Land Grant Program and Community Outreach Office, there are no budget lines specifically dedicated	No change in activity planned.	The university has budget lines that support cooperative extension and the outreach office. Will allocations for existing offices or programs

	to public engagement programs.		expand, or will new offices or programs be created as a result of the stewardship program? This question will likely be answered as the university enters the capacity building phase of the stewardship program.
Revenue Streams	Not addressed.	The university will monitor potential revenue sources as a means of acquiring funding for program enhancement and to provide incentives for faculty and departmental engagement activity.	Is the university planning to restructure budget processes and tracking systems to document university investment in public engagement activity? Who will be in charge of monitoring potential revenue sources?

Goals Identified

- Creation of the Regional Institute for Civic Engagement.

Deliverables Needed

- Details and timeline for the creation of the Regional Institute for Civic Engagement.
- Details and timeline for incorporating the Regional Institute for Civic Engagement into the planning and budget processes.

Engagement Infrastructure

Plan Category	Current Activity	Planned Activity	Comments
Formal Structure	As an 1890 land grant institution, the KSU's cooperative extension program is directly dedicated to community engagement.	KSU will establish a Regional Institute for Civic Engagement to further the goals of the Regional Stewardship Program.	Creation of a Regional Institute for Civic Engagement is well aligned with the state agenda for this program. More detail is needed about the staffing and functions of the institute.
Office of Public Outreach	KSU has an Office of Community Outreach that develops and implements	KSU will establish a Regional Institute for Civic Engagement to	Not much information is provided about the Office for Community Outreach,

	the university's service learning activities.	further the goals of the Regional Stewardship Program.	but it is clear that the newly created Regional Institute for Civic Engagement will be the hub of campus activity supporting public engagement and stewardship.
Centers or Institutes	The university's Center for Excellence for the Study of Kentucky African Americans has a strong outreach component.	No change in current activity planned.	The university's proposal identified one center that is engaged in outreach activity. The impact of the stewardship program on that center or on other centers or institutes will be determined as the university moves to the capacity building phase of the program.
Faculty Release Time	The university regularly grants release time to faculty and staff to support their participation in grant-funded programs that foster civic engagement.	No change in activity planned.	Allowing release time for faculty who secure grant funding is a plus. However, external funding may not be available for many projects. What is the plan regarding release time for those kinds of projects? KSU does not have a central mechanism for providing release time for engagement activity, and none is planned. The capacity building phase of the stewardship program envisions allocations for release time. Release time also could be built into proposals for stewardship initiative funds.

Goals Identified

- Creation of the Regional Institute for Civic Engagement.

Deliverables Needed

- Details and timeline for the creation of the Regional Institute for Civic Engagement.
- More information on how Regional Institute for Civic Engagement will interact with existing centers and institutes.

- Plan and timeline to address faculty release time for faculty engaged in regional stewardship efforts.

Recruitment/Professional Development

Plan Category	Current Activity	Planned Activity	Comments
Hiring Criteria	Not addressed.	Significant changes to recruitment materials and methods will take place. Someone will be assigned specific responsibility for ensuring that requirements of civic engagement are included in all recruitment materials and position descriptions.	More information is needed about the details of the plan to make changes to the recruitment process. How will engagement be emphasized? Who will coordinate the change? Will experience in public engagement be incorporated into hiring criteria for faculty, staff, and administrators?
Ads/Position Descriptions	Ads for administrative and faculty positions do not always specifically indicate commitment to engagement, but interviews emphasize expectations for outreach activity.	Significant changes to recruitment materials will take place. Someone will be assigned specific responsibility for ensuring that requirements of civic engagement are included in all recruitment materials and position descriptions.	KSU is planning to modify recruitment materials, but again more detail is needed. How will ads and position descriptions change? By what process will those changes take place?
Performance Evaluations	Not addressed.	Someone will be assigned specific responsibility for ensuring that requirements of civic engagement are included in personnel performance evaluations.	Very little information is provided about university plans for incorporating an emphasis on engagement into performance evaluations.
Professional Development	Not addressed.	Significant changes to professional development activities will take	Very little information is provided about university plans for providing professional development

		place. Someone will be assigned specific responsibility for ensuring that requirements of civic engagement are included in professional development activities.	opportunities that emphasize public engagement.
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Goals Identified

- Significant changes to recruitment materials and methods.
- Assurance that engagement is included in performance evaluations.
- Significant changes to professional development activities.

Deliverables Needed

- More detail on what changes will be made to recruitment materials and methods.
- More detail on how engagement will be incorporated into performance evaluations.
- Plan for incorporating professional development related to engagement.

Incentive/Reward System

Plan Category	Current Activity	Planned Activity	Comments
Incentive Programs	Incentive programs that encourage civic engagement activity are already part of the institution's policies.	No change in current activity planned.	More information is needed about university incentive programs that encourage civic engagement.
Individual & Departmental	Not addressed.	Not addressed.	The proposal does not identify existing individual or departmental incentives for public engagement work, nor does it provide a plan for developing such incentives.
Salary/Promotion & Tenure	Annual performance reviews cover goals of Deans and Directors, some of which reflect on stewardship of place priorities.	The administration will ensure that all systems of evaluation contain civic engagement criteria as a component of performance.	More detail is needed about how P&T policies will change to encourage engagement activity. What is the timeline for completion? How will the administration ensure that all evaluation systems use engagement

			as a criterion?
Recognition Ceremonies/ Awards	Not addressed.	Not addressed.	Recognizing faculty for outreach accomplishments through ceremonies and awards helps reinforce to the campus community that campus leaders value such activity. Why is there no activity planned in this area?

Goals Identified

- Assurance that engagement will be a criterion in salary, promotion, and tenure policies.

Deliverables Needed

- More details on current incentive programs for faculty and staff.
- Plan for developing individual and departmental incentives for engagement work.
- More details on proposed actions related to promotion and tenure policies.
- Plan for creation of recognition awards for faculty involvement in engagement activities.

Learning Environment

Plan Category	Current Activity	Planned Activity	Comments
Curriculum Integration	KSU has incorporated as a course requirement in freshman orientation classes a community service project.	No change in current activity planned.	Course requirements in freshman orientation classes are good, but an emphasis on engagement should be infused throughout the curriculum. Campus officials need to be more proactive in this area to ensure that integration of service learning in the curriculum takes place. A more comprehensive plan is needed.
Student Service Learning	Some professors offer the opportunity for credit to students who perform community service projects. Student clubs, fraternities, and sororities are encouraged to engage in public service.	The university is committed to increasing the use of service learning in the syllabi of courses taught across academic offerings. This effort will be supported by the	KSU's commitment to increase service learning in courses taught across academic offerings is well aligned with the state agenda for this program. More details are needed about the process and the timeline for completion.

		stewardship of place infrastructure.	
Graduation Requirements	Not addressed.	Not addressed.	The proposal does not address the issue of degree requirements for community involvement and no activity is planned in this area. More information is needed about the decision not to establish graduation requirements for public outreach.

Goals Identified

- Increased use of service learning.

Deliverables Needed

- More information on how service learning will be encouraged and linked to regional stewardship priorities.
- More information on the decision not to address graduation requirement for community service.

Information/Reporting Systems

Plan Category	Current Activity	Planned Activity	Comments
Campus/Community Database	Systems and mechanisms for collecting, analyzing, and reporting data reside within various components of the university.	The Office of Institutional Research and Effectiveness will be responsible for any system development needed to document and account for civic engagement activities. The Regional Institute for Civic Engagement will coordinate data collection and reporting.	Identifying the unit responsible for data collection and reporting is a good first step. More detail is needed. What process will be used to identify the kinds of data collected? What methods for data collection will be used (e.g., survey)? What is the timeline for completion? Some of these questions will be addressed in the regional stewardship implementation working group.

Interaction Indicators	Not addressed.	Not addressed.	Identifying key indicators of engagement activity is an important component for the success of this program. KSU's proposal does not identify the kinds of data currently collected, nor does it contain a plan for developing such indicators. CPE staff will work with participating universities to develop a uniform set of engagement indicators.
Environmental Scanning	Not addressed.	Not addressed.	Environmental scanning will be necessary to identify pressing problems and opportunities that feed into a strategic plan for the region called for by program guidelines. The university's plan does not address this issue. Who will be responsible for conducting environmental scans of KSU's service region? What methods of data collection will be used?
Scanning Indicators	Not addressed.	Not addressed.	Each participating university will develop a set of indicators for assessing quality of life in its region. These indicators will form the basis for identifying regional problems and opportunities. KSU's plan does not identify the kinds of indicators that will be used to assess quality of life in its region. CPE will work with participating universities to develop baseline quality of life indicators.

Deliverables Identified

- The Regional Institute for Civic Engagement will coordinate data collection and reporting.

Deliverables Needed

- More information on possibilities for reporting and updating the engagement inventory.
- More information on what types of interaction indicators are currently collected and a plan for collecting this data as part of the Regional Stewardship Program.
- Plan for environmental scanning.
- Plan for identifying scanning indicators.

Campus/Community Interaction

Plan Category	Current Activity	Planned Activity	Comments
Community Planning Groups	The university maintains active membership on various community boards and organizations.	No change in current activity planned.	Membership on community boards is a plus, but more information is needed about the Regional Advisory Committee that will guide stewardship efforts. Is the university planning to form an advisory committee that will help identify regional problems, opportunities, and strategic directions for stewardship initiatives? How will representation on that committee be determined? Will membership of the committee be representative of the service region?
Campus Leader Participation	Not addressed.	Not addressed.	The proposal does not address the issue of campus leader participation in community groups. To what extent are campus leaders involved with community organizations that address regional needs? Will campus leaders serve on the

			Regional Advisory Committee? Will faculty or administrators serve on sub-committees of the main committee? Will the university provide staff support for the committee?
Strategic Plan for Region	Not addressed.	Not addressed.	The strategic plan for the region will be developed before the university enters the capacity building phase of the program.
University's Role in Plan	Not addressed.	Not addressed.	The university's role in helping to implement the strategic plan for the region will be defined before the university enters the capacity building phase of the program.
Community Involvement in Strategic Planning/Leader Selection/Program Review	KSU has several planning and advisory groups that participate in processes used to select key campus leaders and in institutional planning endeavors.	No change in current activity planned.	The proposal indicates that KSU involves external constituencies in the selection of campus leaders and in strategic planning processes. More information is needed about the nature and extent of that involvement. How widespread is external involvement in selection of campus leaders? For what positions is community input solicited? Describe community input into the strategic planning process. Do community members participate in program review processes?

Goals or Deliverables Identified

- None identified.

Deliverables Needed

- Plan and timeline for creation of a Regional Advisory Committee.
- More information on the role of campus leaders in regional stewardship activities.
- More information on the involvement of community leaders in the university's strategic planning process, selection of campus leaders, and review of programs.

Summary

The Council on Postsecondary Education realizes that changing the infrastructure and culture of an institution to incorporate the importance of engagement and regional stewardship initiatives is a complex task. Therefore, we look forward to working with Kentucky State University through this process.

In order to adequately assess KSU's efforts to align its infrastructure with the goals of the Regional Stewardship Program, we need more information on exactly how campus leaders will make changes to each of the eight categories of infrastructure outlined in this proposal.

Council staff will discuss in detail this proposal evaluation at our December 19th meeting with the KSU regional stewardship team. In the meantime, if you have any questions, feel free to contact me.

Sincerely,



James L. Applegate, Ph.D.
Vice President for Academic Affairs

C: Juanita Fleming